

75-4163
Executive Registry
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DD/A Registry  
File Personnel

3 DEC 1975

DD/A 75-5780

MEMORANDUM FOR: Director of Central Intelligence

THROUGH : Management Committee

SUBJECT : Manpower Requirements of Inspection Staff

REFERENCE : MCA-130 and 4 August 1975 Minutes of CIA  
Management Committee Meeting on  
30 July 1975

1. Action Requested:

That the recommendation to augment the Inspection Staff of the Office of the Inspector General, made in paragraph 4, be approved for implementation by 1 January 1976.

2. Background and Discussion:

The Inspection Staff has been in its new organizational arrangement of ten inspectors since early September 1975. It is now engaged in its first two inspections of Agency components under the new program. Additionally, the inspectors are handling the ever growing number of cases coming to the Inspector General under the Agency's grievance procedure, as well as handling special staff assignments made by the Director, or arising in connection with the Congressional investigations and Freedom of Information and Privacy Act requests. With the exception of the requirements arising from the external investigations, the work patterns and requirements are essentially those that will continue during the next few years. It seems appropriate, since the future pattern can be discerned at this time and considering the current uncertainties in CIA top leadership, to address the future staffing requirements now instead of waiting until early next year as was anticipated in the 30 July Management Committee decisions.

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The first two inspections are being done in a new, streamlined fashion, but it is clear that we are having to look into a greater number of problems in each inspection than originally contemplated. Two teams of four inspectors each are being used, since the Inspection Staff is in a learning situation. We expect that future, comparable inspections will require fewer inspectors and less time as inspectors gain experience and the staff develops means of further streamlining our inspections. Among the changes being considered is a combination of Inspections with Audit Staff program reviews to economize on manpower and avoid unnecessarily repetitive intrusions on component activities. Even using optimistic estimates of the effects of these improvements, however, it will not be possible with a staff of 10 Inspectors to approach either the level of inspection activity recommended by the Rockefeller Commission or even a more relaxed but still reasonable inspection schedule.

Our inspection plan is to give selected components priority attention, reviewing them more frequently than those with more stable operating conditions or fewer sensitivity considerations. The remaining components would also be surveyed periodically, of course, but on cycles depending on the characteristics of the components. I believe that our program, to meet the spirit of the Rockefeller Commission recommendations for more frequent inspections, should include at least the possibility of completing the first inspection cycle in something like three years. Initial inspections of components of special concern should be completed much sooner, probably not long after the end of 1976. The components considered for initial priority attention were listed in my 9 September 1975 memorandum to the DCI, copies of which were distributed at the time. These are:

a. DDS&T: Office of Technical Service and Office of Research and Development.

b. DDO: [redacted] Foreign Resources  
Division, Division D, CI Staff, [redacted] and  
the six area divisions.

c. DDA: Office of Security, Office of Personnel, Office of Logistics, and Office of Training.

d. DDI: Office of Economic Research and Central Reference Service.

Our current estimate of survey requirements over the next three years is attached. This table is an optimistic extrapolation of our inspection experience to date based on our expectation of improvements in inspection efficiency. Although the table is adequate for planning purposes, experience is certain to alter details of the schedule as we learn more about inspection methods and needs. The underlying assumptions include a three-year cycle between full inspections and the use for priority and some other components of less thorough updating surveys between full inspections.

Our estimate of the manpower needed to meet these inspection requirements depends upon the proportion of an inspector's time that can be devoted to survey activities. This depends on the workload of grievance cases and criminal investigations, which currently require increasingly meticulous development of the facts and review of the various factors that brought the problem out of the chain of command for review. These cases have become more complex, for reasons not entirely clear as yet, and in the present environment require unusually close attention to ensure that adequate records are preserved and that the full rights of the individual are protected. This has tended to intrude further into the time of the inspectors, a development we anticipated to a degree but not to the extent that recent experience has shown. Developments of the last few months have also indicated that the IG will experience a much greater than expected FOIA and Privacy Act load. On the basis of this recent experience I now estimate, even with an augmented staff, the breakdown of inspector's time will be approximately as follows:

-- Component Surveys	65%
-- Grievances, Criminal Investigations	17%
-- Other DCI Referrals	5%
-- Annual Leave, Sickness	13%

The inspector manpower needed to meet the estimated survey requirements by the end of calendar year 1978 can be calculated by dividing the 494 man-months required by the man-months available

per inspector over the period (i.e. 65% of 36 months). The result is about 21 inspectors. Considering the uncertainties involved in our estimates, the arbitrary choice of a three-year cycle, and the attractiveness of round numbers, it is believed that a staff of 20 inspectors would be appropriate to the need.

If the Inspection Staff were to remain at its 10-man level excessively long periods would be required to complete even the initial surveys of Agency components.

Completion of the priority component surveys would require about two years and, if later updating surveys of these organizations were neglected, a cycle of the entire Agency would require about 4 1/2 years. The addition of updating surveys for priority components, even at three-year intervals between updates, would extend the time to complete the first coverage of all components to about six years.

### 3. Staff Position:

Based on the attached table of survey requirements, it is clear that the Inspection Staff should be augmented. I recommend that it be increased from a strength of ten inspectors with supporting staff, to 20 inspectors with appropriate secretarial and clerical support. This augmentation should be undertaken at an early date in order for the Staff to be in place and sufficiently experienced in its work to service the requirements of the new Director. This size Staff will allow a sensible inspection program, with the most sensitive components being visited for inspection updates at 12 to 18 month intervals and with other components generally on a three year inspection cycle. For the record it should be noted that even this expanded Staff will not permit annual inspections of all CIA facilities in the United States, as recommended by the Rockefeller Commission, if we are to carry out the other duties required of the Inspection Staff. Obviously this is a point to consider even though I do not feel it was a very useful recommendation.

### 4. Recommendation:

That the Inspection Staff of the Office of the Inspector General be augmented to a total of 20 inspectors, with appropriate secretarial

and clerical support, and that this augmentation be authorized for completion by the end of 1975. In view of the supergrade increases approved in the Inspection Staff expansion of the past summer and taking into account the current shortage of supergrade allocations in the DCI area, I believe that the additional group of ten can be limited to GS-14 and GS-15 positions.



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Donald F. Chamberlain  
Inspector General

Attachment:  
As stated

APPROVED: \_\_\_\_\_ Date: \_\_\_\_\_

DISAPPROVED: \_\_\_\_\_ Date: \_\_\_\_\_

Estimated Survey Requirements  
for Calendar Years 1976, 1977 and 1978

Area	Component	Initial Full Survey		No. Surveys	Updating Surveys		Total Man-Months During 3 Years
		No. Inspectors	No. Months		No. Inspectors Per Survey	No. Months Per Survey	
DCI	IC**	3	2	1	2	2	10
	NIO**	2	1 1/2	1	2	1 1/2	6
	EEO**	1	1	2	1	1	3
	OGC	2	2	--	--	--	4
	OLC	1	1	--	--	--	1
	O/Compt.	1	1	--	--	--	1
	O/IG	--	--	--	--	--	--
Total DCI Area		16 man-months				9 man-months	25
DDA	OP** <sup>#</sup>	4 <sup>#</sup>	1 <sup>#</sup>	1	3	2	10 <sup>#</sup>
	OS*	3	3	2	3	1 1/2	18
	OL*	3	3	1	2	2	13
	OTR*	3	3	1	2	2	13
	OC**	3	4	1	3	2	18
	OF**	2	3	1	2	1 1/2	9
	OMS	2	2	--	--	--	4
Total DDA Area		3	3	--	--	--	9
		62 man-months				32 man-months	94

Area	Component	Initial Full Survey			Updating Surveys		Total Man-Months During 3-Yrs
		No. Inspectors	No. Months	No. Surveys	No. Inspectors Per Survey	No. Months Per Survey	
DDO	CI Staff*	3	2	2	2	1 1/2	12
	C&C Staff*	3	2	2	2	1 1/2	12
	<div style="border: 1px solid black; width: 80px; height: 20px; display: inline-block;"></div>	4 <sup>#</sup>	1 <sup>#</sup>	2	2	1 1/2	10 <sup>#</sup>
	FR Div*	3	3	2	2	1 1/2	15
	Div D*	3	3	2	2	2	17
	SE Div*	3	3	1	3	2	15
	AF Div*	3	4	1	3	2	18
	EA Div*	3	4	1	3	2	18
	EUR Div*	3	4	1	3	2	18
	LA Div*	3	4	1	3	2	18
	NE Div*	3	4	1	3	2	18
	Opns. Staff	3	2	--	--	--	6
	Svc. Staff	3	2	--	--	--	6
	Plans Staff	2	2	--	--	--	4
Total DDO Area			119 man-months			68 man-months	187

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Area	Component	Initial Full Survey			Updating Surveys		Total Man- Months During 3-Yrs.
		No. Inspectors	No. Months	No. Surveys	No. Inspectors Per Survey	No. Months Per Survey	
DDS&T Cont.							
	OWI	3	3	--	--	--	9
	NPIC	4	3	--	--	--	12
	Total DDS&T Area		69 Man-months			24 man-months	93
	Total Requirements		345 Man-months			149 man-months	494

Footnotes:

\*Organizations identified in 9 September 1975 memo to the DCI as those requiring priority attention.

\*\*Additional organizations which require updating inspections during the 3-year cycle because of the nature of their activities, their changing missions, unusual size, or immediate importance to the DCI.

#Estimated time required in 1976 to complete inspections started in 1975.

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Area	Component	Initial Full Survey			Updating Surveys		Total Man- Months During 3-Yrs.
		No. Inspectors	No. Months	No. Surveys	No. Inspectors Per Survey	No. Months Per Survey	
DDI	CRS*	3	3	1	2	2	13
	OER*	3	3	1	3	2	14
	OCI**	3	3	1	2	1 1/2	12
	Ops. Center**	1	2	1	1	1	3
	FBIS**	3	4	1	2	2	16
	CG&AS	3	3	--	--	--	9
	IAS	3	3	--	--	--	9
	OSR	3	3	--	--	--	9
	OG&CR	3	2	--	--	--	6
	OPR	2	2	--	--	--	4
Total DDI Area		79 man-months			16 man-months		95
DDS&T	OTS*	3	3	2	2	2	17
	ORD*	3	3	1	2	2	13
	OEL**	3	4	1	3	2	18
	OD&E**	3	3	1	3	2	15
	OSI	3	3	--	--	--	9

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